

Kingman Fire Department

2017 Strategic Plan Performance Indicators



Kingman Fire Department 2016-2021 Strategic Plan
Strategic Plan Performance Indicators Revised by Fire Chief Jake Rhoades:
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The Kingman Fire Department 2016-2021 Strategic Plan was established in 2016. The department identified five focus areas; organizational service improvement, professional development, employee safety, health, and survival, community enhancement, and leading the fire service. An important goal is to establish clear linkage of the Strategic Plan and its components to the Mission, Vision, and Values of the Kingman Fire Department. In other words, every activity, program, or process in the department directly correlates to the organization's overall Mission, Vision, and Values. Creating and maintaining this linkage is a management philosophy that requires constant evaluation to ensure the work of the fire district remains focused and purposeful. By design, the Operational Plan is intended to be utilized by fire district members, stakeholders, or citizens in our community. It provides transparency and a succinctly defined roadmap to the future.

Components of the Operational Plan

The Strategic Plan Performance Indicators is the supporting document for the Kingman Fire Department 2016-2021 Strategic Plan and takes into account the focus areas defined within the Strategic Plan. These focus areas provide the framework and direction the fire district will take over the next year and in some cases, beyond.

The Strategic Plan Performance Indicators are evaluated on an annual basis and updated as items are completed. Some of the initiatives in the Kingman Fire Department 2016-2021 Strategic Plan are long term and require on-going evaluation for the purpose of continuous improvement, while other initiatives are short term and will be assessed upon completion. This allows for the evolution of the fire service and creates a dynamic working environment however ensures the department remains focused within established Mission, Vision, and Values.

The Strategic Plan Performance Indicators established the goals and objectives for each of the five Strategic Initiatives with each comprised of three components which include Critical Tasks, Analysis, and Performance Measurement. Each Goal and its associated objectives have an assigned timeframe and member of command staff that is assigned the responsibility for the analysis, completion, and continuous improvement of each Strategic Initiative.

Each of these components describes the objectives and their intended purpose. Please see the specific descriptions listed below.

Critical Tasks:

Critical tasks refer to the actions associated with the completion of each of the established goals and objectives identified during the strategic planning process. They are reflective of the needs and interests of the Kingman Fire Department as well as the organization's Mission, Vision, and Values. Approval and implementation of a Critical Task will result in improved service delivery to the community.

Analysis:

Each goal and objective is provided an analysis of the benchmark that is utilized for measurement and outlines the steps that must be taken in order to achieve the desired outcome in performance measurement.

Performance Measurement:

The performance measurement of each goal and objective defines the specific Kingman Fire Department policies and processes in place to ensure that the department complies with defined standards and industry best practices while ensuring the highest level of service to the community.

Desired Outcome:

The Desired Outcome is the success measurement of each Goal and Objective. It describes the benefits of achieving the goal and what the end result will accomplish for the community.

The Fire Department's strategic plan aligns with priorities and goals identified by the City Council and supports work in focus areas identified in the City's annual budget process. The alignment with the city of Kingman budget process ALLOWS THE Kingman Fire Department to manage progress toward strategic targets, continually improve efficiency, and ensure that residents' investment of tax dollars lead to better delivery and value of city services. It also provides the framework to align City priorities, objectives, strategies, and actions, and ultimately provides a way to monitor performance – including the Fire Department. In response to the Council priorities, the City's leadership team develops organizational objectives aimed at meeting the expectations of the Council as well as the community.

The Fire Department's activities impact several of the organizational goals, and investments in public safety have long been a Council priority. The department measures our performance on key indicators that assess our contributions to those goals. Over the plan's five-year timeframe, progress on the objectives and tasks will be measured to ensure focus remains on the key areas identified by department members, City leadership, and the community.

Strong commitment and leadership have helped the Kingman Fire Department earn a Class 1 rating from the Insurance Services Office (ISO) in 2017 placing it among the highest rated departments in the country. To determine a community's Public Protection Classification (PPC™), ISO conducts a field survey to evaluate features of the fire protection systems including fire department performance, water supply, communication systems and community outreach efforts. The Class 1 rating generally means residents and business owners pay less for insurance premiums. Kingman Fire Department is only the 3rd organization in the state of Arizona to achieve this rating and becomes one of only 231 departments nationally to currently have a Class 1 rating.

In addition to the highest ISO rating, the Fire Department has achieved Internationally Accredited status from the Commission on Fire Accreditation International (CFAI). Achieving accreditation involves conducting a comprehensive self-assessment and evaluation to examine past, current, and future service levels and internal performance and comparing them to industry best practices. There are currently only 239 International Accredited fire departments in the world. The accreditation model promotes continuous improvement, strategic planning and constant evaluation of services provided on a regular basis. It has become the gold standard for fire departments worldwide. Currently, there are only 54 fire departments that are CFAI accredited and have a Class 1 rating from ISO in the United States. The Kingman Fire Department is proud to be in such a distinguished group.

The Mission of the Kingman Fire Department:

To provide the highest level of emergency response and effective prevention to preserve the life, property and well-being of our community.

The Vision of the Kingman Fire Department:

- To become widely recognized as a department which demonstrates excellence in the delivery of its services.
- Honor our community's trust by demonstrating our commitment to duty.
- Strive to continually improve services and programs to the community, ensuring they are made available and are clearly understood by our stakeholders.
- Proactively identify and analyze our community's risks, thereby maintaining an efficient response model.
- Continue to build strong relationships and consistent collaboration with our regional partners and support agencies.
- Maintain an internal culture that reflects a diverse, respectful and professional atmosphere, nurtured by transparency as well as cooperative and evolving internal communication processes.
- To develop comprehensive training, professional development and succession planning to ensure the future success of Kingman Fire Department.

The Values of the Kingman Fire Department:

Safety: Members of the City of Kingman Fire Department believe our health and safety are essential for us to fulfill our Mission. We are committed to providing the most effective health and safety programs for our members' well-being and operational readiness.

Community: Members of the City of Kingman Fire Department are committed to fulfilling our responsibility and deepening our involvement in the community we serve. Our responsibility is to protect life, property and the environment. No request or inquiry will go unanswered.

Professionalism: Members of the City of Kingman Fire Department highly value being professionals at all times. As professionals, we are committed to providing the highest levels of customer service to our community by maintaining a high level of operational readiness through preparation, education and continual self-improvement.

Empowerment: Members of the City of Kingman Fire Department value staff involvement in decision making and delegate authority to the most appropriate level. We believe that a united team can achieve far more than an individual effort. We hold ourselves to the highest standards and are accountable for our actions.

Efficiency / Effectiveness: Members of the City of Kingman Fire Department understand the importance of organizational sustainability. Therefore, we value fiscal prudence and strive to be effective and efficient in the execution of our duties

Integrity / Honesty: Members of the City of Kingman Fire Department are honest, fair, and compassionate when dealing with members of our community and each with other. We are honorable to our profession and we inspire each other to maintain trustworthiness, openness, and sincerity.

Courage: Members of the Kingman Fire Department will demonstrate the mental and moral strength to persevere in times of difficulty with conviction and strength.

ORGANIZATIONAL SERVICE IMPROVEMENT

Emergency service delivery is the foundation of the Kingman Fire Department. The primary core services are identified as fire suppression, emergency medical services, community risk reduction, and special operations response including hazardous materials, and technical rescue. These objectives were developed to enhance the standard of service delivery that is currently being provided to the citizens of the community while being efficient and effective through the delivery of services.

Goal 1 Enhance the delivery of services to provide the best value to the community we serve.

Objective 1A	Timeframe: Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Identify services and service levels to be provided for fire, rescue, special operations, communications, emergency medical services, and community risk reduction	It is recommended that the department develop a formal process for the recall of officers to assume the role of incident safety officer on large-scale incidents to include confirmed structure fires.	7F.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.	Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report SOP Development and revision to ensure recommendation is achieved and maintained <i>SOP 360.0 Incident Safety Officer</i> <i>SOP 324.0 Prevention and Senior Command Staff Response</i>
		It is recommended that the agency formalize the current minimum staffing policy to include adjustments for the effective response force when there is training, sickness, or long-term illnesses. ▪ Measure compliance with established benchmarks adopted within Standard of Cover for emergency response	2C.8 The agency's resiliency has been assessed through its deployment policies, procedures, and practices. Turnout time of less than 60 seconds, 90% of the time; respond to emergency scenes within 390 seconds, 90% of the time, within the city limits and within 870 seconds, 90% of the time with an	Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report SOP Development and revision to ensure recommendation is achieved and maintained <i>SOP 201.0 Minimum Staffing</i> Monthly Review: As published in Daily Shift Summary Performance Report and Monthly Performance Reports. <i>SOP 135.0 Response Time Performance Objectives</i> <i>Kingman Fire Department Community Risk Assessment and Standards of Cover for Emergency Response</i>

		<ul style="list-style-type: none"> Take corrective action to address vulnerability assessment of the Department and community Analyze the fire service model of service delivery based upon available resources and community needs Demonstrate Continuous Improvement in overall response to emergency incidents through response and training Increase staffing levels to meet service levels and standards utilizing alternative means Adhere to measureable standards and clear performance targets 	<p>effective response force</p> <p>Vulnerability Assessment Program www.firevap.org</p> <p>Turnout time of less than 60 seconds, 90% of the time; respond to emergency scenes within 390 seconds, 90% of the time, within the city limits and within 870 seconds, 90% of the time with an effective response force</p> <p>Ensure operations and goals coincide, as feasibly as possible, with the recommendations of the Insurance Service Office, and the Fire Service Accreditation.</p> <p>Identify alternative means of service and operations</p> <p>Ensure operations and goals coincide, as feasibly as possible,</p>	<p>Station alerting addition, include text boards and count down clocks. Evaluate status boards</p> <p>Inclusion of outcome into Community Risk Assessment and Standards of Cover for Emergency Response. Assignment of tasks for completion and Annual Compliance Report.</p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p> <p><i>SOP 135.0 Response Time Performance Objectives</i></p> <p>*Provide continuous analysis of alternate means of response; priority dispatch, Mutual aid, Automatic aid, Rapid Response Vehicles, Paramedicine.</p> <p><i>Change the status quo</i></p> <p>Annual Review of CFAI Standards: Annual reviews and internal audits should be conducted to determine compliance.</p> <p><i>Annual Compliance Reports (CFAI)</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p> <p><i>Kingman Fire Department Community Risk Assessment and Standards of Cover for Emergency Response</i></p> <p>Proactively look at staffing models for alternative levels of response and identify automatic aid agreements, consolidation of services, intergovernmental agreements, and SAFER grants funding.</p> <p>Complete staffing analysis with additional resource needs to increase the resources available for emergency response</p> <p>Include fiscal requirements in community improvement plan (CIP)</p> <p>Perform analysis of Part Time Firefighter (POC) Program</p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p>
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		<ul style="list-style-type: none"> Measure compliance within established benchmarks including alarm handling time of less than 90 seconds, 90% of the time with call answering time less than 10 seconds 90% of the time 	<p>with the recommendations of the Insurance Service Office, and the Fire Service Accreditation.</p> <p>Alarm handling time of less than 90 seconds, 90% of the time with call answering time less than 10 seconds 90% of the time</p>	<p><i>SOP 135.0 Response Time Performance Objectives</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p> <p>Daily Dispatch Performance Report</p> <p>Quality Assessment and Quality Improvement process DSS</p>
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Objective 1B	Timeframe: Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Develop mutual and automatic aid agreements with surrounding fire service agencies.	It is recommended that the agency verify the completion of the city of Kingman's financial comprehensive policies and procedures manual to be completed by July of 2017.	4B.1 Financial resources management adheres to generally accepted accounting practices (GAAP) as used by Government Finance Officers Association (GFOA) of the United States and Canada, National Advisory Council on State and Local Budgeting Practices (NACSLBP), or Authority Having Jurisdiction (AHJ), and all financial management including: budgeting, accounting, and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision making, and sufficient flexibility exists to meet	<p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>Assist Finance Department with development and adoption of comprehensive financial policies so recommendation is achieved and maintained</p> <p>102.0 CoK Personnel Manual Reference</p>

It is recommended that the agency work with the city of Kingman to have specific policies developed to address both outside fundraising and grant funds in their July 2017 updated policies.

- Evaluate and update current agency partnerships for effectiveness and increased opportunity

- Leverage regional partnerships to enhance the effectiveness and efficiency of all services provided.

contingencies.

4B.7 Programs designed to develop financial support from outside sources are planned and coordinated to reflect the objectives of the agency. Agency policies govern all fund raising activities, comply with GAAP and/or other recognized financial principles, and are subject to public disclosure and periodic independent financial audits.

Turnout time of less than 60 seconds, 90% of the time; respond to emergency scenes within 390 seconds, 90% of the time, within the city limits and within 870 seconds, 90% of the time with an effective response force, including mutual aid responses.

Establish “no-boundaries” agreements as applicable to level of service

Maintain effective geographical company distribution for rapid response to fire and rescue emergencies.

Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report

102.0 CoK Personnel Manual Reference

Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.

SOP 135.0 Response Time Performance Objectives
Annual Department Report
Monthly Performance Report
Daily Shift Summary Report

Establish “Joint Power Authority” or shared services agreement with border districts for management of services

Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.

SOP 135.0 Response Time Performance Objectives
Annual Department Report
Monthly Performance Report
Daily Shift Summary Report

		<ul style="list-style-type: none"> ▪ Create new agency partnerships where a mutually beneficial goal can be identified. ▪ Improve interoperability, communications, and training with mutual aid departments ▪ Utilize partnerships to expand services and provide for informed decision making and service delivery. ▪ Develop mutual and intergovernmental agreements with surrounding agencies including analysis of consolidation opportunities with PSAP 	<p>Explore agencies and organizations proactively that provide beneficial services.</p> <p>Ensure that emergency response deficiencies are addressed proactively</p> <p>Mutual aid and automatic aid agreements established with neighboring districts to increase level of service</p> <p>Mutual aid and Intergovernmental agreements established with neighboring agencies to increase level of service</p>	<p><i>*Identify mutual aid and automatic aid opportunities to include AVL responses and consolidation of resources within responding and available agencies to closest unit assignment</i></p> <p>Create regional response teams for specialized disciplines; hazardous materials and technical rescue. Identify agencies that mutually benefit from collaboration of services for both emergency and non-emergency partner agencies</p> <p>Develop compliance engine and accountability for established benchmarks</p> <p><i>SOP 805.0 Annual Training Plan</i></p> <p>Develop annual training plan that includes fire districts and adoption of Kingman standards on annual basis. Participate collaboratively in FEMA grant processes to ensure compatibility in operations to include communications. Number of AFG Regional Applications:</p> <p><i>805.0 Annual Training Plan</i></p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p> <p><i>SOP 135.0 Response Time Performance Objectives</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p> <p>Collaborate non-emergency services; investigation, prevention, public education, training among partner agencies and explore mutual opportunities with non-partner organizations</p> <p>Provide cost-benefit analysis and operational analysis with agencies for collaboration and shared services</p>
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	Timeframe: December 2016 - Ongoing			Assigned: Angermuller
		Critical Tasks	Analysis	Performance Measurement

Objective 1C	Ensure the stability of critical infrastructure to support fire department needs.	<p>It is recommended the agency review currently installed vehicle exhaust removal systems to ensure adequate and effective operation at Station 22.</p> <p>It is recommended that the agency separate the fitness room from the PPE storage and the apparatus bay at Station 22.</p>	<p>6B.3 Facilities comply with federal, state/provincial, and local codes and regulations at the time of construction, required upgrades for safety are identified, and where resources allow, addressed. For those items that warrant further attention a plan for implementation is identified in the agency's long-term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).</p>	<p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>Develop FY 19 budget proposal for remodel of Fire Station and alternative solutions to ensure recommendation is achieved and maintained</p> <p><i>SOP 156.0 Physical Resource Assessment</i></p> <p>Community Improvement Plan (CIP) FY 2019</p> <p>Facilities whitepaper shall be included in the capital improvement plan for renovations, reconstruction, and future facilities.</p>
		<p>It is recommended that a formal plan identifying strategies to protect the agency's infrastructure be developed.</p>	<p>5D.6 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.</p>	<p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>SOP Development and revision to ensure recommendation is achieved and maintained</p> <p><i>SOP 391.0 Continuity of Operations</i></p>
		<p>It is recommended that a documented Continuity of Operations Plan (COOP) be completed for the agency.</p>	<p>5D.7 The agency has a documented Continuity of Operations Plan (COOP), that is reviewed and updated at least every 5 years,</p>	<p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>SOP Development and revision to ensure recommendation is achieved and maintained</p>

		<p>It is recommended that the agency conduct inspections of their live fire training facilities in accordance with industry standards and best practices.</p> <ul style="list-style-type: none"> ▪ Develop a comprehensive facilities assessment and identify needed improvements ▪ Develop a planning document for facility renovation, reconstruction, or addition of future facilities to meet the identified mission. ▪ Develop and implement a plan for the addition of a training area within city that serves the needs of department members as well as the region ▪ Develop and implement a comprehensive assessment of all existing apparatus and projected needs to ensure uniformity. 	<p>to ensure essential operations are maintained.</p> <p>6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.</p> <p>The department should evaluate facilities to identified problems and anticipate needs prior to critical situations occurring.</p> <p>The department should create a facility assessment whitepaper to include renovations, reconstruction, and future facilities.</p> <p>The department should create a training grounds and equipment assessment whitepaper to include local and regional facilities.</p> <p>The department should create an apparatus deployment and replacement plan.</p>	<p><i>SOP 391.0 Continuity of Operations</i></p> <p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>SOP Development and revision to ensure recommendation is achieved and maintained</p> <p><i>SOP 156.0 Physical Resource Assessment</i></p> <p>Completion of annual facility inspection in July. Analysis of facility needs shall occur through the inspection of each department building by command staff each year.</p> <p>Develop work project list for transparency and tracking for completion</p> <p>Develop cost analysis of operational costs versus capital requests analysis</p> <p><i>SOP 156.0 Physical Resource Assessment</i></p> <p>Inclusion of the results of the Facilities whitepaper shall be included in the capital improvement plan for renovations, reconstruction, and future facilities.</p> <p>Presented for inclusion in Community Improvement Plan (CIP)</p> <p>Inclusion of the results of the training grounds facility and equipment whitepaper shall be included in the capital improvement plan for renovations, reconstruction, and future facilities.</p> <p>Identify alternate funding sources for facility upgrades including grants, donations, and fundraisers</p> <p>Presented for inclusion in Community Improvement Plan (CIP)</p> <p>The departments' apparatus deployment and replacement plan will be included in the capital improvement plan for apparatus as well as staff vehicles. The use of refurbishment shall be explored for fiscal incentive.</p>
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		<ul style="list-style-type: none"> ▪ Develop and implement a comprehensive mid-range capital replacement schedule for department infrastructure to include facilities, apparatus, equipment, and technology ▪ Develop a comprehensive plan for the inspection maintenance and care of all department facilities, apparatus, equipment, and technology 	<p>The creation of whitepapers for planning purposes shall include all capital improvements for facilities, equipment, and apparatus.</p> <p>The department should evaluate facilities to identified problems and anticipate needs prior to critical situations occurring.</p>	<p>Develop cost analysis of age of apparatus versus service costs by age.</p> <p>Identify alternate funding sources for apparatus replacement</p> <p>Presented for inclusion in Community Improvement Plan (CIP)</p> <p>The development of short-term, mid-range, and long term capital improvements shall be presented during the annual budget sessions as capital improvement items for each timeframe established.</p> <p>Completion of annual facility inspection in July. Analysis of facility needs shall occur through the inspection of each department building by command staff each year.</p> <p><i>SOP 156.0 Physical Resource Assessment</i></p>
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Objective 1D	Timeframe: May 2016 - Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Increase the delivery of emergency medical services in the community.	It is recommended that the agency improve its quality assurance program to ultimately close the process that is currently in place.	5F.6 The agency has a quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes.	<p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>SOP Development and revision to ensure recommendation is achieved and maintained</p> <p><i>SOP 711.0 Quality Assurance and Quality Improvement</i></p>
		It is recommended that the agency pursue public-private partnerships to expand the current public access defibrillation program in the community.	5F.8 The agency has developed a plan or has already implemented a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.	<p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>SOP Development and revision to ensure recommendation is achieved and maintained</p> <p><i>SOP 755.0 Public Access to Defibrillator</i></p>
		It is recommended that the agency develop and implement	6E.4 An inventory control and	Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report

		<p>an inventory control system for their EMS supplies and storage facility.</p> <ul style="list-style-type: none"> Establish baseline performance to measure compliance with established service levels including areas of high risk and high probability for quality assurance purposes. Increase the availability of resources available for response to emergency medical incidents Utilize partnerships that exist with public health resources to enhance the emergency medical services provided Integrate home health services as a prevention measure 	<p>maintenance tracking system is in place and current.</p> <p>Respond to emergency incidents and through the quality assurance process, demonstrate effective and proper EMS skills.</p> <p>Administration comprehensive quality improvement program EMS program. twelve (12) EMS CEU classes per year (3 per quarter) Ensure 100% recertification of EMT-Basic and EMT-Paramedic employees Produce at least three (3) new EMT-Paramedics annually</p> <p>Review specified emergency medical incidents for quality assurance.</p> <p>Proactively address home health services to reduce call volume</p>	<p>SOP Development and revision to ensure recommendation is achieved and maintained</p> <p><i>SOP 729.0 Medical Supply System</i></p> <p>Cardiac survival, Utstein, STEMI, Stroke / CVA and equipment failure shall be monthly topics of review in EMS / Quality Assurance committee meeting and reported to the Fire Chief for Monthly Activity Reporting.</p> <p>Up to "10%" of all encounters, monthly.</p> <p>Measure CQI results quantitatively</p> <p><i>711.0 Quality Assurance and Quality Improvement</i></p> <p>Ensure compliance with annual training plan and develop system of re-certification for all personnel.</p> <p>Maintain list of paramedic candidates to ensure succession and staffing levels are maintained per SOP 201.0 Minimum Staffing.</p> <p>Minimum of four (4) paramedics will be maintained at all times as overtime allows with at least one (1) paramedic on all frontline apparatus.</p> <p>Total number qualified/total personnel = %</p> <p>Development replacement training program of paramedics</p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports.</p> <p><i>SOP 135.0 Response Time Performance Objectives</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p> <p>Identify non-emergency response plan in partnership with health care providers. Number of visits versus reduction in call volume in comparable timeframe</p>
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		<ul style="list-style-type: none"> ▪ Proactively work with those potential patients to reduce the use of 911 emergency services through educational efforts, including PSA. ▪ Identify partners such as the hospitals, mental health providers, and social workers to form a network of health care providers for at-risk individuals/families. ▪ Explore emerging service delivery trends. 	<p>Development of education materials and institution of priority dispatch to reduce non-emergency responses</p> <p>Utilize stakeholder groups for partnership and education core committee</p> <p>Ensure continued involvement in research to improve efficiency and effectiveness of operations</p>	<p>Number of visits versus reduction in call volume in comparable timeframe. Establish educational parameters for health care and assisted living facilities as well as target audience for falls</p> <p>Number of visits versus reduction in call volume in comparable timeframe for falls and critical measurable</p> <p>Identify high risk groups with measurable of educational opportunities and contacts</p> <p>Projects include local capital expenditure research, participating with State Homeland Security, and work with the Executive Fire Officer Program.</p> <p>Measure number of participation opportunities and utilization for Kingman Fire Department.</p>
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PROFESSIONAL DEVELOPMENT

The development of personnel on every level of the organization is imperative to remain competitive in the future and reflect best practices. For current and future success, quality, well trained and motivated personnel is mission critical and must be a dynamic, multi-dimensional approach. Investing in leadership development is an essential component for the long-term health of the organization. This will ensure and reinforce effective leadership and management concepts and support the exploration of new ideas and practices.

Goal 2- Invest in leadership development for the long-term health of the organization.				
Objective 2A	Timeframe: July 2016 - Ongoing		Assigned: Angermuller	
		Critical Tasks	Analysis	Performance Measurement
	Incorporate leadership training throughout the organization	It is recommended that the agency formalize the personnel rules and regulations manual review process to include a documented review of the entire manual at least every three years.	7C.1 Personnel policies, procedures, and rules are current, written, and communicated to all personnel.	Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report SOP Development and revision to ensure recommendation is achieved and maintained <i>SOP 102.0 CoK Personnel Manual Reference</i>
		It is recommended that all officers, captain and higher, are trained as incident safety based on industry standards and best practices as specified in the current job descriptions.	7F.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.	Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report SOP Development and revision to ensure recommendation is achieved and maintained City of Kingman Fire Department Job Descriptions <i>SOP 160.0 Promotions and Testing Process</i> <i>SOP 165.0 Career Development</i> <i>SOP 360.0 Incident Safety Officer</i>
		It is recommended that the agency clearly establish performance-based standards and evaluation forms to include the date of evaluation, names of personnel being evaluated, the evaluator's name, signature, checklist and comments sections	8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.	Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report SOP Development and revision to ensure recommendation is achieved and maintained <i>SOP 801.0 Training Program</i>

		<p>of the evaluation form be utilized.</p> <ul style="list-style-type: none"> ▪ Determine the current level of training proficiency of department personnel as individuals, companies, and response forces ▪ Identify the skills needed to lead in today's environment and into the future. ▪ Develop leadership training and modeling relevant to all employees within the organization ▪ Enhance leadership resources available for personal development ▪ Incorporate development of leadership principles into promotional opportunities. 	<p>Ensure operations and goals coincide, as feasibly as possible, with the recommendations of the Insurance Service Office, and the Fire Service Accreditation.</p> <p>Ensure officer development occurs on a quarterly basis and that meetings of officers occur each month with an agenda and discussion session. This shall be integrated into the department's training calendar.</p> <p>The development of the Annual Training Plan should include all areas of hazard mitigation for each level of the department for a comprehensive approach</p> <p>Provide developmental training for company officers and chief officers in compliance with NFPA 1021.</p> <p>Ensure promotional requirements are offered on an bi-annual basis</p>	<p><i>SOP 802.0 Training Assurance</i></p> <p>Annual Review of CFAI Standards: Annual reviews and internal audits should be conducted to determine compliance.</p> <p><i>SOP 805.0 Annual Training Plan</i></p> <p><i>Develop Communications Center Annual Training Plan based on identified need and include resources from Association of Public Safety Communications Officials and National Emergency Number Association (NENA)</i></p> <p>Officer development each quarter includes the entire department as part of succession planning. Officer Development Academy Participation; Fire Engineer Academy participation.</p> <p><i>Total number qualified/total personnel = %</i></p> <p><i>SOP 805.0 Annual Training Plan</i> <i>SOP 863.0 Fire Engineer Academy</i> <i>SOP 865.0 Officer Development Academy</i></p> <p>The annual training plan is reviewed annually for relevance and revision to ensure the needs of the individual and department are being met.</p> <p>Analyze Annual MCS Test Scores for Proficiency in ATP <i>SOP 805.0 Annual Training Plan</i></p> <p>Annual Compliance with Established topics and identified Objectives</p> <p>Conduct annual review to determine current certification requirements for Future Company Officers.</p> <p><i>SOP 805.0 Annual Training Plan</i></p> <p>Conduct monthly review of training hours for current Company Officers, to include training courses, officer meetings, etc</p> <p>Development of Annual Training Plan allows for availability of training course for promotional requirements: Number of course offerings v. Number of attendees.</p> <p><i>SOP 805.0 Annual Training Plan</i></p>
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		<ul style="list-style-type: none"> Ensure all personnel are highly qualified for current positions 	The department should ensure all personnel are properly evaluated, with required documentation, annually.	<p>Evaluations must be completed in the month of May and include a meeting with their direct supervisor.</p> <p><i>SOP 180.0 Personnel Evaluations</i> <i>SOP 160.0 Promotions and Testing Process</i></p>
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Objective 2B	Timeframe: July 2016 - Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Implement succession planning into the organization	<p>It is recommended that the agency re-create a terrorism liaison officer (TLO) designation within the organization to assist in the sharing of information with other public safety agencies.</p> <ul style="list-style-type: none"> Prepare members of the organization to step into and operate in different roles utilizing the “next man up” philosophy Prepare the next generation of leaders and managers through ongoing education, training, professional development, and succession planning. Develop a career planning process Establish a well-defined succession program including task books and certifications. 	<p>5D.8 The agency has processes in place for intelligence sharing with other public safety agencies.</p> <p>The department should ensure all personnel are properly evaluated, with required documentation, annually.</p> <p>Increase professional skills and training levels by funding and providing professional growth opportunities.</p> <p>Provide roadmap from firefighter to fire chief of all promotional requirements and timeframes</p> <p>Implement Task Books and Acting position SOP to ensure qualified</p>	<p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>SOP Development and revision to ensure recommendation is achieved and maintained</p> <p><i>SOP 870.0 Terrorism Liaison Officer</i></p> <p>Evaluations must be completed in the month of May and include a meeting with their direct supervisor.</p> <p><i>SOP 180.0 Personnel Evaluations</i> <i>SOP 160.0 Promotions and Testing Process</i></p> <p>Number of personnel qualified for each promotional position evaluated annually during training audit.</p> <p>Total number qualified/total personnel = %</p> <p>Ensure that all Chief Officers attend at least one (1) outside training seminar per fiscal year each.</p> <p><i>SOP 165.0 Career Development</i></p> <p>Ensures job Descriptions provides alignment with promotional requirements.</p> <p>Number of personnel qualified for each promotional position evaluated annually during training audit. Number of personnel available for “acting” duty assignments</p> <p>Review Process annually for all positions in compliance with job descriptions</p>

		<ul style="list-style-type: none"> Develop comprehensive processes to ensure personnel meet the prerequisites of future positions including shadowing and mentoring Design and implement a promotional testing process for all positions to ensure validity and fairness. 	<p>personnel on permanent and long term basis</p> <p>Increase professional skills and training levels to all members by providing internal opportunities for leadership development and communication of department issues.</p> <p>Ensure that all personnel are aware of the promotional requirements for each position and process remains up to date</p>	<p><i>SOP 165.0 Career Development</i> <i>SOP 840.0 Acting Engineer Requirements</i> <i>SOP 841.0 Acting Captain Requirements</i> <i>SOP 842.0 Acting Battalion Chief Requirements</i></p> <p>Number of personnel qualified for each promotional position evaluated annually during training audit. Number of personnel available for “acting” duty assignments</p> <p>Ensure officer development occurs on a quarterly basis and that meetings of company officers occur each month with a regimented agenda and discussion session. This shall be integrated into the department’s training calendar.</p> <p><i>SOP 805.0 Annual Training Plan</i> <i>SOP 863.0 Fire Engineer Academy</i> <i>SOP 865.0 Officer Development Academy</i></p> <p>Promotional processes are reviewed upon conclusion of each process to identify areas of improvement and relevance to department operations. Under review includes the scoring of applicants in all areas.</p> <p>Review task book content and validity as well as compliance with adopted NFPA standards</p> <p><i>SOP 160.0 Promotions and Testing Process</i> <i>SOP 165.0 Career Development</i></p>
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Objective 2C	Timeframe: December 2014 - Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Delegate decisions to the appropriate level of the organizational structure	<ul style="list-style-type: none"> Empower all employees to make decisions based on policy and experience. 	Utilize company and chief officer empowerment for decision making and recommendations	<p>Ensure officer development occurs on a quarterly basis and that meetings of company officers occur each month with a regimented agenda and discussion session. This shall be integrated into the department’s training calendar.</p> <p><i>SOP 805.0 Annual Training Plan</i> <i>SOP 863.0 Fire Engineer Academy</i> <i>SOP 865.0 Officer Development Academy</i></p> <p><i>Include resources from Association of Public Safety Communications Officials and National Emergency Number Association (NENA)</i></p>

		<ul style="list-style-type: none"> ▪ Develop “middle managers” as part of the succession planning process by identifying and assigning additional opportunities, projects, and tasks to those individuals. 	Increase opportunities for mentoring and acting in positions above by providing internal opportunities for leadership development	<p>Number of personnel qualified for each promotional position evaluated annually during training audit. Number of personnel available for “acting” duty assignments. Reviewed on quarterly basis.</p> <p>Total number qualified/total personnel = %</p> <p><i>SOP 160.0 Promotions and testing Process</i> <i>SOP 840.0 Acting Engineer Requirements</i> <i>SOP 841.0 Acting Captain Requirements</i> <i>SOP 842.0 Acting Battalion Chief Requirements</i></p>
		<ul style="list-style-type: none"> ▪ Seek employee ideas to create a positive environment of decision making. 	Provide opportunities for organizational input	<p>Conduct monthly staff, officer, shift meetings as well as compliance</p> <p><i>SOP 126.0 Suggestions</i> <i>SOP 154.0 Department Organization</i> <i>SOP 155.0 Strategic planning Committees</i></p>
		<ul style="list-style-type: none"> ▪ Include appropriate personnel in committees, management and leadership summits, and meetings. 	Ensure participation in work groups, committees includes all levels of the department	<p>Evaluate participation in committees and participation through agenda and maintenance of committee minutes</p> <p><i>SOP 155.0 Strategic Planning Committees</i></p>

Objective 2D	Timeframe: January 2016 - Ongoing			Assigned: Angermuller
		Critical Tasks	Analysis	Performance Measurement
	Maintain and enhance current training program and opportunities	<ul style="list-style-type: none"> ▪ Conduct a workforce analysis that ensures current and future quality staffing. 	Included with Objective 2D due to alignment of Objectives.	<p>Conduct Job Description analysis combined with duty and responsibility matrix with national standards; NFPA, ISO, APCO</p> <p><i>Fire Suppression Review</i> <i>Communications Review</i> <i>Haz Mat Program Review</i> <i>EMS Program Review</i> <i>Technical Rescue Program Review</i> <i>Public Education Program Review</i> <i>Fire Investigation Program Review</i></p>
		<ul style="list-style-type: none"> ▪ Identify current personnel training gaps for the development of individual training plans 	Require all members to complete MCS and task books as required for promotional	Identify deficiencies and training gaps through annual MCS evaluations and promotional process to identify training deficiencies and gaps

		<ul style="list-style-type: none"> ▪ Develop and conduct firefighter training that results in improved operational effectiveness and cultivates a culture of safety. ▪ Research and identify required training needed. ▪ Develop annual training plan that is dynamic and meets the needs of member ▪ Identify opportunities to enhance the current training program using outside opportunities and resources. ▪ Determine the needed changes in current business practices to support high quality internal and external customer service. ▪ Evaluate the effectiveness of the current training programs 	<p>requirements and annual evaluations</p> <p>Ensure safety is incorporated into all training events from delivery to curriculum</p> <p>Purchase identified needs for manuals for station inventory every year. All stations firefighters should receive applicable manuals for NFPA 1001 and 472 compliance.</p> <p>Deliver courses necessary for certification, required training, mandated training, and best practices per the annual training plan</p> <p>Ensure continued involvement in research outside opportunities and instructors</p> <p>Ensure continued Awareness in current business practices for customer service</p> <p>The department should ensure all personnel are properly evaluated, with required documentation,</p>	<p>CQI review of EMS</p> <p><i>SOP 810.0 Minimum Company Standards</i> <i>SOP 829.0 Fire Engineer Position Task Book Process</i> <i>SOP 860.0 Chief Officer Position Task Book Process</i> <i>SOP 861.0 Fire Captain Position Task Book Process</i></p> <p>Incorporation of safety concepts into training curriculum. Prepare Incident Safety Officer and Health and Safety Officer for in-house delivery to all personnel</p> <p><i>SOP 805.0 Annual Training Plan</i></p> <p>Conduct needs assessment as part of the Community Improvement Plan (CIP) process.</p> <p>Update Kingman Fire Department Training Facility Plan on an annual basis in accordance with the needs of the department</p> <p>Utilize the training committee as the primary input and ensure all divisional needs are incorporated along with ancillary duties.</p> <p><i>SOP 805.0 Annual Training Plan</i> <i>SOP 155.0 Strategic Planning Committees</i></p> <p>Measure compliance with delivery. Provide a minimum of two (courses) annually for certification or specialty information and at least one course with outside Instructor(s)</p> <p><i>SOP 805.0 Annual Training Plan</i></p> <p>Utilize surveys and other instruments to gain feedback for community. Measure amount of surveys attained and identify trends that may be addressed through training and personnel development.</p> <p><i>SOP 835.0 Training Preparation</i> <i>SOP 836.0 Training Course Instructor Evaluation</i></p> <p>Evaluations must be completed in the month of May and include a meeting with their direct supervisor.</p> <p><i>SOP 835.0 Training Preparation</i></p>
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			annually.	<p><i>SOP 836.0 Training Course Instructor Evaluation</i></p> <p>Number of personnel qualified for each promotional position evaluated annually during training audit.</p> <p><i>SOP 165.0 Career Development</i> <i>SOP 180.0 Personnel Evaluations</i> <i>SOP 160.0 Promotions and Testing Process</i> <i>SOP 805.0 Annual Training Plan</i></p> <p><i>Fire Suppression Review</i> <i>Communications Review</i> <i>Haz Mat Program Review</i> <i>EMS Program Review</i> <i>Technical Rescue Program Review</i> <i>Public Education Program Review</i> <i>Fire Investigation Program Review</i></p>
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Objective 2E	Timeframe: December 2016 - Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Provide pay and benefits that are competitive and to assist the department in the attraction and retention of an outstanding and professional staff at all levels.	<ul style="list-style-type: none"> Assess the current pay system and compare to others. Create a competitive pay system that is equitable. Identify pay disparities, develop and implement a plan to correct them. Develop and find alternative funding sources for additional 	<p>Compensation of employee salary in comparison to market analysis including base and certification incentives</p> <p>Participate in the development of compensation plan analysis and implementation</p> <p>Compensation of employee salary in comparison to market analysis including base and certification incentives</p> <p>Participate in the development of</p>	<p>Annual salary and compression analysis during annual budget process.</p> <p>Annual salary and compression analysis during annual budget process.</p> <p>Annual salary and compression analysis during annual budget process.</p> <p>Develop employee driven compensation committee</p> <p>Annual salary and compression analysis during annual budget process.</p>

		<p>positions.</p> <ul style="list-style-type: none">▪ Determine alternatives to pay that could aid in retention.	<p>compensation plan analysis and implementation</p> <p>Provide understanding of alternatives in compliance federal, state ad local laws and regulations</p>	<p>Analyze alternatives for incentives and scheduling to provide potential offset to salary and compensation.</p>
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EMPLOYEE SAFETY, HEALTH, AND SURVIVAL

Employee safety and wellness are a top priority consideration in what is often described as one of the most hazardous professions. The department recognizes the hazards and risks inherent in being a firefighter and sets forth a proactive, comprehensive approach to ensuring the safety and health of the members. Recognize the employees as the department number one priority; the health, wellness, and safety of internal customers has been given a top priority for all members; Fire Chief to Firefighter.

Goal 3- Provide for the Health and Safety of all employees within the organization.				
Objective 3A	Timeframe: January 2015 - Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Enhance the health and safety of all department members.	It is recommended that the agency increase the amount of reserve personal protective equipment so that there is a more diverse range of sizes available to members whose gear becomes contaminated or needs repaired.	6F.3 Safety equipment and replacement is scheduled, budgeted, implemented, and adequate to meet the agency's needs.	Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report
		<ul style="list-style-type: none"> Evaluate wellness/fitness program for all fire department personnel that is comprehensive, proactive, and consistent with the duties of department employees Continue to develop and expand the Department's existing health, safety, and wellness program to meet the needs of its members Partner with other agencies to promote health and fitness of Department members. 	<p>Provide all elements of a complete wellness / fitness program in compliance with NFPA 1582 and NFPA 1583</p> <p>Deliver infectious control training and ensure proper Follow-up to all possible exposure cases.</p> <p>Utilize available resources necessary to provide adequate information to members</p>	<p>SOP Development and revision to ensure recommendation is achieved and maintained</p> <p><i>SOP 501.0 PPE Requirements</i></p> <p>Schedule all Members for Mandatory medical Physicals as Recommended by NFPA 1582.</p> <p><i>SOP 113.0 Medical Evaluation</i> <i>SOP 209.0 Physical Fitness Training</i> <i>SOP 210.0 Physical Fitness Assessment</i> <i>SOP 213.0 Return to Work Functional Capacity Requirements</i></p> <p>Measure: Physicals delivered annually: Cardiac CT Scans: Stress Tests:</p> <p>% employees attending/ % passing/% with issues resolved/% with issues outstanding</p> <p>Measure the number of infectious disease exposure each quarter and evaluate program to ensure it meets member and department needs.</p> <p>Develop exposure program for long-term tracking of employees.</p> <p>%exposure/% failure by procedure/% deficient information</p> <p>Deliver promotion of health and wellness internally on a quarterly basis.</p> <p><i>SOP 805.0 Annual Training Plan</i></p>

		<ul style="list-style-type: none"> ▪ Develop improvement plans for fitness success for all department members ▪ Analyze the NASM Fitness Trainer programs for credentials and areas of improvement ▪ Analyze equipment needs and upgrades 	<p>All members of the Department shall complete all aspects of the physical fitness program</p> <p>Increase NASM Fitness instructors training levels to all members provides the services necessary department members</p> <p>Functional equipment compliant with department needs</p>	<p>Measurement of training hours, number of remedial fitness prescriptions, attainment of benchmark physical Agility test.</p> <p><i>SOP 805.0 Annual Training Plan</i> <i>SOP 210.0 Physical Fitness Assessment</i></p> <p>Ensure all NASM trainers receive and maintain certification necessary training and certification to perform their functions and fitness instructors in multiple disciplines.</p> <p>Establish quarterly inspection and maintenance program</p>
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Objective 3B	Timeframe: December 2016 - Ongoing			Assigned: Angermuller
		Critical Tasks	Analysis	Performance Measurement
	Improve awareness to reduce injury in the workplace	<ul style="list-style-type: none"> ▪ Educate employees regarding their health and safety responsibilities and emphasize the importance of injury prevention. ▪ Develop recommendations to identify, reduce, or eliminate firefighter safety hazards. Including hazards with post-response issues. ▪ Ensure that all personnel are protected with appropriate safety apparel and equipment. 	<p>Utilize resources to provide adequate information to members and increase knowledge of injury prevention</p> <p>Determine injuries and acts responsible for firefighter injuries using data gathered from Human Resources Dept.</p> <p>Number of members Uniforms and PPE inspected annually to ensure safety and compliance.</p>	<p>Deliver risk management training on an annual basis as well as gap analysis to identify areas of risk and deficiencies in education and reporting.</p> <p>Measurement: successful completion of Teledoc process and documentation.</p> <p>Complete Study by December 1 of every year</p> <p>List reoccurring injuries and potential ways to mitigate (all shifts). Identifiable trends through HR and safety committee</p> <p>Completion of annual PPE inspection in July. Analysis of needs shall occur through the inspection of each individual by command staff each year.</p> <p>Display the percentage of PPE Inspected annually</p>

			<i>SOP 156.0 Physical Resource Assessment</i>
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Objective 3C	Timeframe: January 2016 - January 2017			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Develop a comprehensive behavioral health initiative to provide assistance to all Fire Department employees Initiative.	<ul style="list-style-type: none"> Manage day-to-day events that occur that may increase the risk to all employees' mental health. Develop, educate, and implement a Peer Support Team. Refine and improve services provided by the Employee Assistance Program (EAP). Identify a clinician as a crisis counselor and Peer Support. Encourage and support health and wellness through identified resources that provide training and education to member's families. 	<p>Ensure emergency response performance standards on scene are safe, efficient and in conformance with adopted policies and guidelines.</p> <p>Encourage compliance with NDRI Guidelines and resources for Behavioral Health</p> <p>Ensure operations and goals coincide, as feasibly as possible, with the recommendations of CISM and industry best practices</p> <p>Provide resources and personnel to ensure involvement in local, regional and national support.</p> <p>Ensure behavioral health training occurs on a quarterly basis and that meetings of family members are offered quarterly with a regimented agenda and discussion session. This shall be integrated into the department's training calendar.</p>	<p>All incidents monitored and team availability and run card with CAD is active for deployment</p> <p>Ensure all employees understand CISM process</p> <p><i>SOP 110.0 Critical Incident Stress Management</i></p> <p>Develop policies and processes compliant with Behavioral Health program</p> <p>Annual reviews and internal audits should be conducted to determine effectiveness.</p> <p>Annual reviews and internal audits should be conducted to determine resource availability meets department members needs</p> <p><i>SOP 110.0 Critical Incident Stress Management</i></p> <p>Annual Review of all family member participation and training rosters to ensure topic effectiveness and participation.</p>

COMMUNITY ENHANCEMENT

Historically, the fire service does not have to compete to be a service provider or justify its existence to members of the community. However today there are multiple demands for service and the “voice” of the community is important to ensure that the department is meeting the demand for services. As such, it is essential that we define what differentiates Kingman Fire Department from other service providers and align our services with what the public wants the department to do. The department must communicate what it does and listen to what the community wants and needs.

Goal 4- Develop an effective community communication and outreach program.				
Objective 4A	Timeframe: September 2016 - Ongoing			Assigned: Eaton
		Critical Tasks	Analysis	Performance Measurement
	Improve the process of reaching specific target audiences based on risk and risk groups.	It is recommended that a formal after action report be completed annually with the completion of the annual testing and evaluation.	5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning, and response program.	Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report
		<ul style="list-style-type: none"> ▪ Increase the frequency and ways community members encounter information about Fire Department services by increasing the people and media communicating our messages. ▪ <i>Develop an effective community communication and outreach program.</i> ▪ Take advantage of opportunities to promote the department’s initiatives and success stories. ▪ Effectively communicate pertinent information within the department and to external stakeholders. 	<p>Allow for engagement of community through media and social media opportunities</p> <p>Communicate the initiatives of the department and accomplishes, department and individuals for community involvement</p> <p>Explore alternate means of communications for stakeholders; internal and external.</p>	<p>SOP Development and revision to ensure recommendation is achieved and maintained</p> <p><i>SOP 415.0 Target Hazard</i></p> <p>Ensure that all significant events receive coverage through social media and other forms of media. Measure how many articles or press coverage is received annually.</p> <p>Track the number of followers and identify trends based on participation and likes.</p> <p><i>Align community needs for personnel necessary for the delivery of services</i></p> <p>Publish weekly social media announcements and special event communications.</p> <p>Ensure the department is in print media on all activities within the community on at least a monthly basis</p> <p>Establish formal Public Information Officer (PIO) position and duties</p> <p>Develop a quarterly newsletter of department occurrences, information, and highlights for publication and delivery to stakeholders</p>

		<ul style="list-style-type: none"> ▪ Enhance relationships with community based organizations ▪ Develop a comprehensive plan to gather customer service feedback. ▪ Analyze feedback from community during stakeholder meetings or as it occurs. 	<p>Ensure that Fire Department interests are represented at all community events and fundraisers including charity and non-profit.</p> <p>Survey our citizens that we have responded to in order to determine our strengths and weaknesses in customer service.</p> <p>Utilize various forms of feedback and analyze to bring forth during the annual strategic planning session and inclusion there within.</p>	<p>Identify events for participation and document to ensure participation. Count the number of events and department participants each quarter.</p> <p>Track all station visits, tours, and school visits. Add smoke detectors, car seats, and HOA presentations. Ensure age range and age appropriate and identify community specific education.</p> <p>Develop a comprehensive survey system allowing for feedback from all customers based on performance, professionalism, and level of customer service.</p> <p>Collect all feedback, including internal documentation, for analysis during annual budget and strategic planning session.</p>
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Objective 4B	Timeframe: March 2016 - Ongoing			Assigned: Eaton
		Critical Tasks	Analysis	Performance Measurement
	Enhance the overall customer experience in emergency and non-emergency incidents.	<p>It is recommended that the department create a survey instrument to evaluate their life safety inspection program from the customer's perspective.</p> <ul style="list-style-type: none"> ▪ Develop and implement a comprehensive Community Risk Reduction Program 	<p>5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction.</p> <p>We will reduce the number and loss from fires through the</p>	<p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>SOP Development and revision to ensure recommendation is achieved and maintained</p> <p><i>SOP 403.0 Public Education</i></p> <p>Annual loss / save data analysis versus the types of public education events and code enforcement activities to identify areas of deficiency.</p>

		<ul style="list-style-type: none"> ▪ Develop a post-incident follow-up process for the customer. ▪ Develop a community based educational plan on emergency preparedness program ▪ Enhance community and business collaboration to promote safety and reduce risk ▪ Monitor opportunities to embrace technology to improve citizen interaction, community awareness, or life safety trends such as PulsePoint ▪ Increase opportunities for face-to-face interaction to provide and exchange information 	<p>course of the year</p> <p>We will develop a program to conduct smoke detector checks and installations at local residences.</p> <p>We will use the website as both a public education tool and a public relations tool.</p> <p>We will deliver a comprehensive Public Education program to school children.</p> <p>Provide resources and technology to ensure department and community involvement in increased emergency and non-emergency response</p> <p>We will track and attempt to intervene in all fires involving juvenile fire setters.</p>	<p>Identify and document number of Public Education contacts</p> <p>Ensure the number of installations and “after the fire” program deliver is compatible with number of working fires.</p> <p>Develop resources list for victims after and incident for support.</p> <p>A program to ensure all risk groups and hazards specific to the city of Kingman is developed. Annual compliance with numbers reach per topic, and participation.</p> <p>Operational plan to facilitate annual inspections of commercial occupancies</p> <p>Number of inspections conducted by inspectors</p> <p>Monitor and identify availability of grant opportunities that can be utilized for FP&S grant application and opportunity.</p> <p>Investigate all suspicious and high dollar loss fires to ensure proper follow-up to all pertinent incidents. Identify number of Juvenile fire setter interventions.</p> <p>Develop investigation process with partner agencies for the proper resource assignment and use for all suspected arson fires.</p>
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Objective 4C	Timeframe: July 2016 - Ongoing			Assigned: Eaton
		Critical Tasks	Analysis	Performance Measurement
	Develop and offer community education and training programs designed to	It is recommended that the department create a survey instrument to evaluate their public education program from the customer’s perspective.	5B.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education	<p>Completion of Commission on Fire Accreditation International (CFAI) Annual Compliance report</p> <p>SOP Development and revision to ensure recommendation is achieved and maintained</p>

	<p>inform citizens of the challenges and opportunities regarding fire and personal safety.</p>	<ul style="list-style-type: none"> ▪ Provide appropriate and sustainable fire prevention services to meet the current and future needs of the community ▪ Perform an incident response type review with follow-up community education. ▪ Develop and launch a comprehensive program to educate the public on wildfire mitigation issues and wildland fire potential. ▪ Introduce Citizens Fire Academy and fire explorers as well as Community Emergency Response Training (CERT) classes to the community. ▪ Automate the process for scheduling fire station tours, fire engine visits, community room requests, fire extinguisher training, and CPR and AED 	<p>program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.</p> <p>We will achieve an increased level of safety for the community by ensuring that buildings meet or exceed the standards provided by ICC based codes.</p> <p>We will develop a program to conduct smoke detector checks and installations at local residences.</p> <p>Ensure all residents are educated in the dangers of wildland urban interface and the department is equipped to handle these types of events effectively</p> <p>We will provide a basic firefighter academy class to all new probationary members of the department. Ensure all probationary members complete an academy as described in SOP</p> <p>Provide scheduling opportunities that can be utilized by the community to ensure the needs of</p>	<p><i>SOP 403.0 Public Education</i></p> <p>Number of programs delivered analyzed during annual budget and annual report process.</p> <p>In accordance with 2016 Fire Prevention and Safety grant compliance.</p> <p>Develop Fire Safe Community and wild land urban interface initiative.</p> <p>Ensure all citizens have an opportunity to complete CERT training. Additional members complete an academy as described in policy.</p> <p>Develop citizens fire academy and CERT program.</p> <p>The annual training plan is reviewed annually for relevance and revision to ensure the needs of the individual and department are being met.</p> <p><i>805.0 Annual Training Plan</i></p>
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		demonstrations.	stakeholders; internal and external, are met	Annual Compliance with Established topics and identified Objectives
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DEVELOP OUR ORGANIZATION TO LEAD THE FIRE SERVICE

The Kingman Fire Department has a long history in the community and the fire service. The level of professionalism and character of its members is second to none and as such the department expects to perform as a leader in the fire service. Despite financial constraints in recent years that are outside of the departments control as a result of city budgetary issues, he department realizes that this is beyond its control and that there are other ways to effectively use its resources to provide the level of service expected and deserved by the city of Kingman.

Goal 5- DEVELOP OUR ORGANIZATION TO LEAD THE FIRE SERVICE				
Objective 5A	Timeframe: May 2016 - Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Maintain international accreditation through the Center for Public Safety Excellence	<ul style="list-style-type: none"> Analyze policies, practices and equipment that need improvement or modification to meet industry best practices. 	Evaluate on an annual basis plans and SOPs based on SOP accountabilities, national guidelines and city strategies and best practices	Review department plans and annual goals as well as SOPs on a quarterly basis <i>SOP 805.0 Annual Training Plan</i> <i>SOP 155.0 Strategic Planning Committees</i> <i>SOP 135.0 Response Time Performance Objectives</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i>
		<ul style="list-style-type: none"> Identify service gaps that negatively impact the department. 	Perform a gap analysis as well as SWOT analysis during annual strategic planning session	Prioritize according to safety of personnel and public and core programs. Utilize the minutes from the various committees and meetings to identify gaps (internal and external). <i>SOP 154.0 Department Organization</i> <i>SOP 155.0 Strategic Planning Committees</i>
		<ul style="list-style-type: none"> Determine and implement any changes needed to maintain accredited Performance. 	The philosophy of continuous improvement in all areas of responsibility, function and processes for enhanced service to the community	Strategic Plan Standards of Cover and Self-Assessment for review by CFAI Peer Team. <i>Annual CFAI Performance reports</i>
		<ul style="list-style-type: none"> Report all departmental changes via compliance reports 	Documentation of changes for transparency and also communication for	Track all SOP changes on the Master SOP compliance form. Also, track progress on the Strategic Plan Performance Indicators Master Form

		<ul style="list-style-type: none"> Establish and ensure Continuous Improvement based training for Department members Promote innovation in the organization. <p>Complete recommendations from CFAI Peer assessment team</p>	<p>All department business sessions (SOP implementation, etc) shall be conducted pursuant to conditions provided in the SOP and standard practice</p> <p>Ensure the department maintains innovation in the delivery of all services; emergency and non-emergency to improve efficiency and effectiveness of operations.</p>	<p><i>Kingman Fire Department Community Risk Assessment and Standards of Cover for Emergency Response</i></p> <p>Annual Review of CFAI Standards: Annual reviews and internal audits should be conducted to determine compliance.</p> <p><i>Annual Compliance Reports (CFAI)</i> <i>Annual Department Report</i> <i>Monthly Performance Report</i> <i>Daily Shift Summary Report</i></p> <p>Prioritize need versus greatest benefit to the department and community. Track expenditures within annual budget process.</p> <p><i>Kingman Adopted Budget and Capital Improvements Plan</i></p> <p><i>Complete annual compliance report</i></p>
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Objective 5B	Timeframe: May 2016 - Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Enhance data collection and performance measurement	<ul style="list-style-type: none"> Collaborate with the department's various divisions to seek performance measurement gaps. Review and analyze response data regularly. 	<p>We will identify opportunities for collaboration and efforts that extend beyond traditional boundaries</p> <p>Turnout time of less than 60 seconds, 90% of the time; respond to emergency scenes within 390 seconds, 90% of the time, within the city limits and within 870 seconds, 90% of the time with an effective response force</p>	<p>Identify resources for rapid response vehicle as well as mobile integrated health unit and partnership to reduce overhead costs and diminished overhead maintenance.</p> <p>Monthly Review: As published in Daily Shift Summary Report and Monthly Performance Reports. <i>SOP 135.0 Response Time Performance Objectives</i></p>

		<p>Implement comprehensive mapping system</p> <ul style="list-style-type: none"> ▪ Develop a data collection and performance measurement improvement plan. ▪ Improve the current monthly and yearly activity reports to increase the quality of data collected and presented. 	<p>Identify resources and technology to improve management of data and analysis</p> <p>Continue publication of data necessary to analyze department performance.</p>	<p>Ensure current technology required is implemented to include enterprise, ESRI, and GIS</p> <p>Ensure data collection data is accurate using CAD and ImageTrends comparisons to ensure accuracy. Annual CFAI Performance reports Annual Department Report Monthly Performance report Daily Shift Summary Report</p> <p>Annual CFAI Performance reports Annual Department Report Monthly Performance report Daily Shift Summary Report</p>
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Objective 5C	Timeframe: May 2016 – December 2017			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Decrease the Insurance Service Offices Public Fire Suppression Rating Schedule classification	<ul style="list-style-type: none"> ▪ Evaluate the department's community risk profile and Public Protection Classification ▪ Prepare for and perform an audit in cooperation with the Insurance Services Organization (ISO) ▪ Review of the department's capabilities and our region's infrastructure to ensure the department's Public Protection Class rating is as low as possible. 	<p>Evaluating the hazards within the city of Kingman defines the repose plan as well as availability of resources</p> <p>Utilize the PPC within the ISO evaluation as an additional model for the improvement of services</p> <p>Analyze response capabilities based on response times and ability to mitigate various risk based on probability and occurrence.</p>	<p>Utilize the Standard of Cover developed for CFAI accreditation</p> <p>Ensure accuracy Target Hazard Identification Worksheet.</p> <p>Annual analysis of Standard of Cover as well as department performance and resnse capabilities</p> <p>Annual CFAI Performance reports Annual Department Report Monthly Performance report Daily Shift Summary Report</p> <p>Prepare for and conduct ISO evaluation in FY 2018</p> <p>Annual CFAI Performance reports Annual Department Report Monthly Performance report Daily Shift Summary Report</p>

Objective 5D	Timeframe: July 2016 - Ongoing			Assigned: Rhoades
		Critical Tasks	Analysis	Performance Measurement
	Achieve financial stability and growth to provide needed resources and services	<ul style="list-style-type: none"> ▪ Demonstrate the need and importance of services by effectively managing resources to ensure confidence among community and policy makers ▪ Research and promote opportunities to achieve revenue and gain efficiency within the department ▪ Evaluate current programs to ensure maximum cost effectiveness. ▪ Identify fees and billing potential for existing core services provided ▪ Partner with other City departments to evaluate the results of the permit fee review study and make recommendations to the Mayor and City Council for implementation ▪ Actively pursue revenue-generated partnerships with public and private entities to create revenues and service level enhancements. ▪ Actively pursue obtaining grant funding alternatives from local, state, and federal agencies for administration, operation, training, and capital improvements. 	<p>Develop budget with priorities based on the current fiscal year goals and section needs.</p> <p>Implement programs to offset or pay for service level increases</p> <p>All programs and process should be evaluated for maximum benefit to department.</p> <p>Identify opportunities available by federal, state, and local ordinances.</p> <p>All service opportunities should be available to primary responsibility agencies</p> <p>Identify opportunities available by federal, state, and local ordinances.</p> <p>Apply for grants in all arenas for level of service maintenance and increases</p>	<p>Create inter-department budget goals for capital, expansion and operating by July in preparation for presentation to city finance and administration during annual budget process</p> <p><i>Kingman Adopted Budget and Capital Improvements Plan</i></p> <p>Budgetary goals should include capital, training, staffing, communications and miscellaneous administrative.</p> <p><i>Kingman Adopted Budget and Capital Improvements Plan</i></p> <p>Provide a ROI on part time firefighter program for annual budget process</p> <p>Develop rapid response program, Free Schedule, and opportunities for Training Officer usage and revenue</p> <p>Identify areas of mutual responsibility and capability to collaborate resources.</p> <p><i>Kingman Adopted Budget and Capital Improvements Plan</i></p> <p>Create inter-department budget goals for capital, expansion and operating by July in preparation for presentation to city finance and administration during annual budget process</p> <p>Measure grant funding pursued versus amount collected annually.</p> <p>Obtain a grant source identification method to ensure all grants and identified and applied for that the department is eligible</p>

		<ul style="list-style-type: none">▪ Establish revenue strategy to meet the current and future fire service financial obligations.	Develop budget with priorities based on the current fiscal year goals and section needs.	Budgetary goals should include capital, training, staffing, communications and miscellaneous administrative. <i>Kingman Adopted Budget and Capital Improvements Plan</i>
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Kingman Fire Department

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